

Maine State Library Maine State Documents

MDOL Bend the Curve Archive

Labor

6-1-2010

Bend the Curve CIP-News - June, 2010

Bend the Curve Continuous Improvement Practitioners

Follow this and additional works at: http://digitalmaine.com/mdol_btc_news

Recommended Citation

Bend the Curve Continuous Improvement Practitioners, "Bend the Curve CIP-News - June, 2010" (2010). *MDOL Bend the Curve Archive*. Paper 23.

http://digitalmaine.com/mdol_btc_news/23

This Text is brought to you for free and open access by the Labor at Maine State Documents. It has been accepted for inclusion in MDOL Bend the Curve Archive by an authorized administrator of Maine State Documents. For more information, please contact statedocs@maine.gov.

There's nothing you can do that can't be done.^{1,2}

— Walter E. Lowell



The other day we were meeting to design a course about Lean Management, which generated a rather lengthy discussion on what the course content should look like.

There's nothing you can sing that can't be sung

We all agreed that there was indeed a paradigm shift needed in thinking about how to manage in a Lean organization.

There's nothing you can say that can't be said but you can learn how to play the game.

The group was having difficulty focusing on the vision until one member asked, "What was the intangible passion that was driving all those who commit to this work?"

It's easy

The question was put, "What would a Lean organization look like?"

There's nothing you can make that can't be made

One participant's answer was immediate; "The organization would be recognized as world class?"

There's no one you can save that can't be saved

For me this meant the following.

There's nothing you can do but you can learn how to be you in time.

Imagine how you feel at the end of the day when you are going home to all those that you love?

It's easy.

Well, you need to know what love is for sure to answer the question, but you get the picture.

There's nothing you can know that isn't known

You can't wait. Why?

June 2010

Volume 5, Issue 6

Inside this issue:

2010 Lean Summit— Northeast	2
Isn't this TQM? The Music - ASD	3-4
Printed & Other Matters	5
Schedule of Lean Events	7
CI-P Listing	8

Special points of interest:

- Next Clinical Study Missions
 - › July 16
 - › August 20
- 2010 Lean Summit — Northeast set for August 12-13.



continued on p. 6



2010 Lean Systems Summit — Northeast

Where Government, Services, and Manufacturing Meet

**The Northeast Lean Collaborative invites you
to a special event:**

2010 Lean Systems Summit – Northeast

Where Government, Services, and Manufacturing Meet

**Friday, August 13, 2010
Eastland Park Hotel, Portland, Maine**

Join private and public business leaders for a day to discuss and learn how Lean continuous improvement principles and methods are being used to improve organizational effectiveness. The Summit will include 2 keynote speakers and 15 informational workshops from across healthcare, services, government, education, manufacturing, and other businesses on how Lean leaders and practitioners have used Lean to change their culture and improve their way of doing business.

You may also register for the **Pre-Summit Workshop – Lean 101: Understanding the Fundamentals of Lean Processes**, Thursday, August 12, 2010 at the Eastland Park Hotel, Portland, Maine.

This experiential simulation and performance-based workshop, conducted by Maine MEP, will help you to understand and redesign work process(es), using Lean methods and principles to meet customer demands and eliminating waste and increasing productivity and profitability. Space is limited and open only to the first 20 Lean Systems Summit registrants as part of the 2010 Lean Systems Summit Package Deal.

Registration

2010 Lean Systems Summit – Only – August 13

Now through July 13 - \$150 per person
After July 13 thru August 6 - \$200 per person

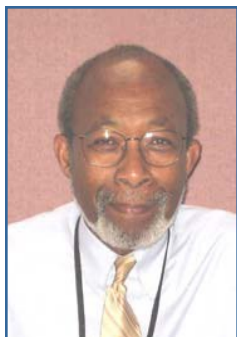
2010 Lean Systems Summit – Package Deal – August 12 and 13

Now through July 13 - \$199 per person
After July 13 thru August 6 - \$249 per person

For more information and to register: <http://www.mainemep.org/events.html>

Isn't this TQM? The Music?

by Arthur S. Davis



Often when a person asks the following question, they are making a statement: “Isn’t *Lean (production)* just TQM with a different name?” Or, “What is the difference between *Lean (production)* and TQM?”

Or, “Isn’t this [new method] just TQM?”

When we are asked these questions, I suggest that we listen to both the words and the music. By *music*, I mean what’s the impetus for the questions? Likely, the questioner is making a statement -- perhaps something like this, “You set me up once, with that TQM nonsense [thing, mess, madness, etc.], I am not going for it [a new, ineffective, management experiment] again.” Or, “I truly enjoyed the last experiment (TQM). What happened to TQM, i.e. why didn’t it work?”

In both cases, it would be to our advantage to do some supportive probing before we try to answer the question. By *supportive probing*, I am saying be inquisitive without being threatening, dismissive, or demeaning.

It would be hard for me to overstress the importance of having a non-threatening conversation with the individual. For example, we might say; “It sounds to me as if you had an experience with TQM, is that correct?”; then wait for the answer and perhaps ask, “Can you share with me highlights of your experience?” Let’s say the person says, “It was a great experience, but I didn’t learn much about TQM.” Or, “we

went to meetings but nothing ever seemed to come from the meetings. I mean I was unable to see any effects on my work (or in my paycheck).” Or the individual might share that they had a Productivity Taskforce experience that was unpleasant. Or they might say something else.

The point is, often the questioner isn’t really looking for the definition of TQM, or looking for the origin/history of TQM. They are often looking to make a statement: “Until I can find out that another TQM experience is going to leave me whole and/or better-off (i.e. safe, not overworked, harmed, or not experiencing a benefit), I am not willing or committed to going forward.”

So, now what? I think as CI-P’s we should know the answer to the question, “Isn’t this *just* TQM?” Why should we know the answer? If not us, who then?

“Be the change you want to see in this world [i.e. in your organization].”

By the way, the “Why didn’t TQM work?” question is an interesting question. TQM didn’t work because, as Mahatma Gandhi might have put it, a successful transformation requires leaders and managers -- “*Be the change you want to see in this world [i.e. in your organization].*”

This is still true.

continued on p. 4

Isn't this TQM? — The Music? (cont'd from p.3)

The Toyota Production System method of management or Lean *Pro-duction* (aka Operational Excellence) will also fail without adherence to the essence of Gandhi's quote. That's the short answer.

A longer more nuanced answer involves these factors: Back in the day, i.e. the mid 1970's through the 90's, knowledge of the Toyota Production System wasn't as well-defined nor was it as well-accepted as it is today.

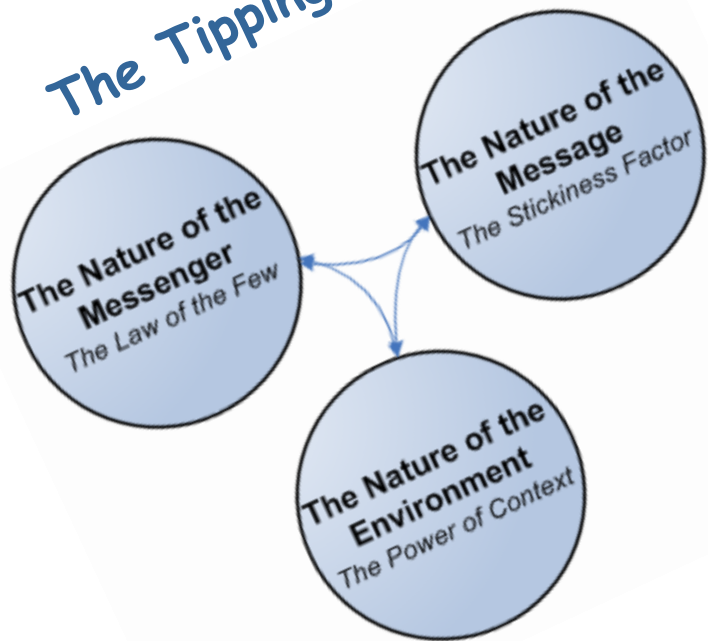
So, it could be that the consulting firm that the State hired was a victim of the times, or the consulting platform (i.e. the knowledge the consultants offered) wasn't sufficiently robust.

In those days, the focus of many training endeavors was often more focused on, for example, transferring knowledge by way of a lecture, and there were not very many well-defined robust "Do-tools", e.g. VSM, 5S, and Kaizen. For those tools that were around, the emphasis wasn't on the adult-learning model of *learn and do* (so as to learn), learn more and do more (so as to learn) — moving to P.D.C.A (Plan-Do-Check-Act).

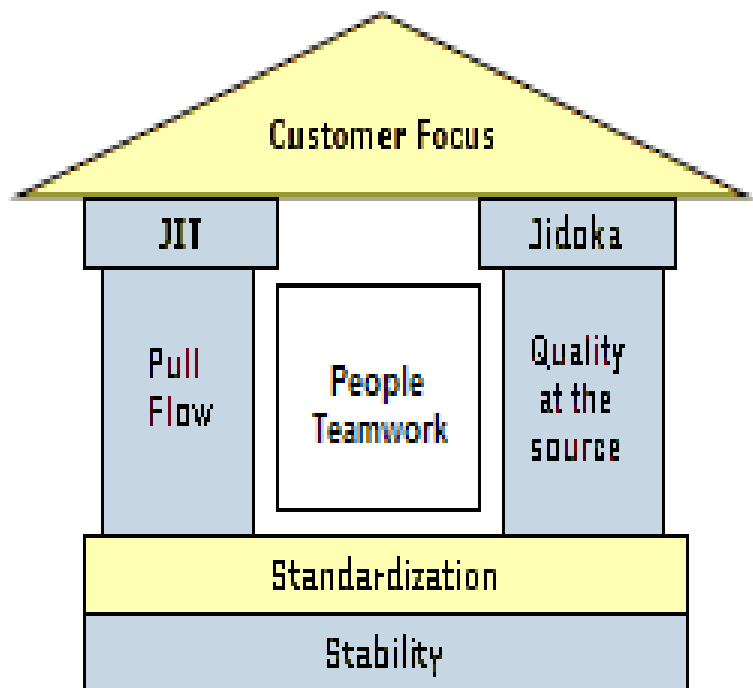
Don't forget, not all companies failed when using the (then) new TQM management method. The Toyota Motor Company and the Honda Motor Company are excellent examples.

— Arthur

The Tipping Point



House of Lean



Printed & Other Matters

The Tipping Point: *How Little Things Can make a Big Difference*

by Malcolm Gladwell. 2002.

“There is more than one way to tip an epidemic....Epidemics are a function of the people who transmit infectious agents, the infectious agent itself, and the environment in which the infectious agent is operating. And when an epidemic tips, when it is jolted out of equilibrium, it tips because something has happened, some change has occurred in one (or two or three) of those areas. These three agents of change I will call the Law of the Few, the Stickiness Factor, and the Power of Context.”

The Law of the Few: “...what we are really saying is that in a given process or system some people matter more than others. This is not, on the face of it, a particularly radical notion. Economists often talk about the 80/20 Principle, which is the idea that in any situation roughly 80 percent of the “work” will be done by 20 percent of the participants. In most societies, 20 percent of criminals commit 80 percent of crimes. Twenty percent of motorists cause 80 percent of all accidents. Twenty percent of beer drinkers drink 80 percent of all beer. When it comes to epidemics, though, this disproportionality becomes even more extreme: a tiny percentage of people do the majority of the work....Social epidemics work in exactly the same way. They are also driven by the efforts of a handful of exceptional people....It's things like how sociable they are, or how energetic or knowledgeable or influential among their peers....These kinds of people are all around us. Yet we often fail to give them proper credit for the role they play in our lives. I call them Connectors, Mavens, and Salesmen...the kinds of people who are critical in spreading information.”

The Stickiness Factor: “The idea of the importance of stickiness in tipping has enormous implications for the way we regard social epidemics as well. We tend to spend a lot of time thinking about how to make messages more contagious — how to reach as many people as possible with our products or ideas. But the hard part of communication is often figuring out how to make sure a message doesn't go in one ear and out the other. Stickiness means that a message makes an impact. You can't get it out of your head. It sticks in your memory.... The Stickiness Factor says that there are specific ways of making a contagious message memorable; there are relatively simple changes in the presentation and structuring of information that can make a big difference in how much of an impact it makes...in order to be capable of sparking epidemics, ideas have to be memorable and move us to action.”

The Power of Context: “Epidemics...are strongly influenced by their situation — by the circumstances and conditions and particulars of the environments in which they operate. This much is obvious. What is interesting, though, is how far this principle can be extended. It isn't just prosaic factors like the weather that influence behavior. Even the smallest and subtlest and most unexpected of factors can affect the way we act....The key to getting people to change their behavior...sometimes lies with the smallest details of their immediate situation. The Power of Context says that human beings are a lot more sensitive to their environment than they may seem...that an epidemic can be reversed, can be tipped, by tinkering with the smallest details of the immediate environment.”

There's nothing you can do that can't be done. (cont'd from p.1)

There's nothing you can see that isn't shown.

Only you can answer that question but, as they say in the trade, "It ain't like work!"

There's nowhere you can be that isn't where you're meant to be.

I suspect it has a lot to do with what is most missing at work and to which W. Edwards Deming always pointed to.

It's easy

JOY

Imagine feeling the same coming to work as you do going home to a place of joy.

There's nothing you can do that can't be done.

We spend most of our adult lives at work. The relationships we build often last a lifetime.

In some cases, we know people at work as well we know our family members and maybe even better.

There's nothing you can say but you can learn how to play the game.

So imagine waking up and looking forward to work.

It's easy

Fundamentally, our work as CI-Ps is to create and sustain an environment where the joy of work is fully expressed. By making visible our processes we make visible our connections to each other and bring clarity our work.

There's nothing you can do but you can learn how to be you in time

So for me ***Bend-the Curve*** is not only about balancing demand with response but *also* about ***Bend-the-Care*** from making what is uncomfortable, comfortable.

It's easy.

Walter

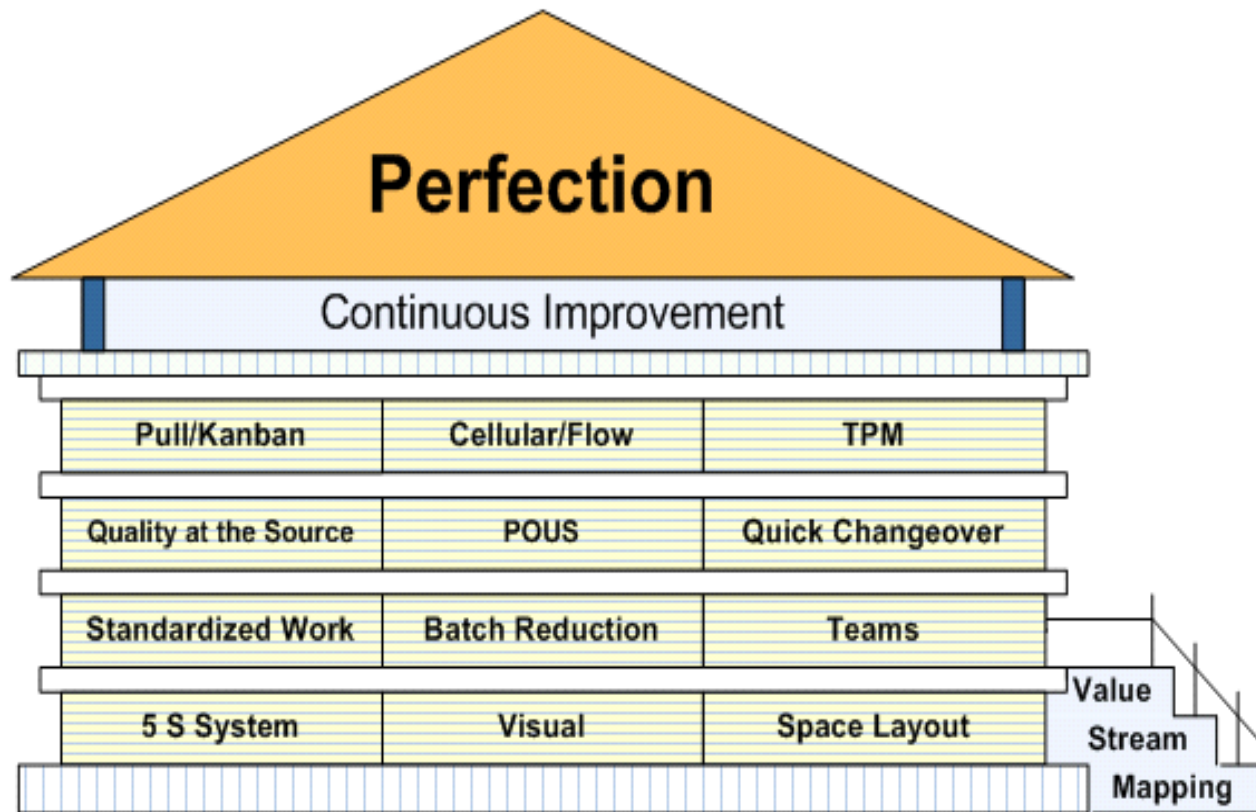
— . — . — . — . — . — . — . — . — .

¹ *All you need is love*

John Lennon/Paul McCartney

² Confused? What process did you use to read this? Read every line as written? Was it uncomfortable? Try reading one color first and then the other and feel the difference. Can you find the invisible messages right here on this page? It's easy. 😊

The House of Lean Thinking



BTC Lean Events

Date	Time	Topic	Location	Contact
July 16	8:15-4:30	Clinical Study Mission	Goodwill	ASD / WEL
Aug 12-13	8:00-4:00	2010 Lean Summit	Portland	WEL
Aug 20	8:15-4:30	Clinical Study Mission	New Balance	ASD / WEL
Sept 17	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
Oct 15	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
Nov 19	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
Nov/Dec	8:15-5:00	DOP 2-2	221 State, Lean Lab	ASD / WEL
Dec 17	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
Jan 21	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
Feb 18	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL

* To add or see more events or detail, go to the Bend the Curve Calendar in Outlook's Public Folders.



Department of Health and Human Services

Maine People Living
Safe, Healthy and Productive Lives

John E. Baldacci, Governor

Brenda M. Harvey, Commissioner

Office of Lean Management, DHHS
221 State Street
Augusta, Maine 04333-0011

FAX: 207-287-3005

TTY: 1-800-606-0215

Lean Lab: 207-287-6164

OLM/BTC Staff:

Walter E. Lowell, Ed.D. CPHQ, Director

Phone: 207-287-4307

walter.lowell@maine.gov

Julita Klavins, M.S.W.

Phone: 207-287-4217

lita.klavins@maine.gov

More Miller workshops & DOP 2-2 being planned !

*Additional workshops
with Ken Miller are be-
ing planned. We'll keep
you posted.*

*The intensive CI-P
Bronze level training
DOP 2-2 is being
planned. More info will
be forthcoming.*

*You can also check the
BTC Calendar in Out-
look's Public Folders &
come to the planning
meetings for both.*

The primary purpose of the *Bend the Curve* Team is to provide support, consultation, assistance, and leadership in continuous improvement approaches and activities for State staff, work teams, and leaders as they seek to continually improve their work culture, systems, processes, and environments – in order to meet the mission of the department and the expectations of Maine citizens.

We're on the net !

<http://www.maine.gov/dhhs/btc>

<http://www.maine.gov/labor/bendthecurve/>

**Bend
the Curve**

Continuous Improvement Practitioners: BTC Intervention Facilitation Status

DHHS		DOL		DAFS	
Bridget Bagley	O	Jorge A. Acero	O	Rae-Ann Brann	L
Kate D. Carnes	C-L	Michael T. Brooker	IA-O	Wendy Christian	IA-O
Nancy Cronin	O	Deidre A. Coleman	IA-O	Rebecca S. Greene	IA-L
Marcel Gagne	CL	Joan A. Cook	CL	Lyndon R. Hamm	IA-CL
Julita Klavins	L	Stephen C. Crate	O	Alicia Kellogg	C-O
Don Lemieux	C-O	Arthur S. Davis	L	Billy J. Ladd	CL
Muriel Littlefield	C-L	Merle A. Davis	L	Maayan L. Lahti	O
Walter E. Lowell	L	Eric Dibner	O	Michaela T. Loisel	IA-L
Jerrold Melville	O	Peter D. Diplock	O	Henry B. McIntyre	O
Ann O'Brien	L	Brenda G. Drummond	IA-O	Gloria R. Payne	O
Cheryl Ring	C-CL	Anita C. Dunham	IA-CL	DOT	
Anne Rogerson	O	Karen D. Fraser	IA-L	Michael Burns	C-O
Terry Sandusky	L	Timothy J. Griffin	L	Jessica Glidden	IA-O
Bonnie Tracy	O	Gaetane S. Johnson	IA-O	Rick Jeselskis	IA-O
Sec. of State-BMV		Michael J. Johnson	O	Robert McFerren	IA-O
Scott Thompson	O	James J. McManus	IA-CL	Sam McKeeman	C-O
OPEGA, Legislature		Scott R. Neumeyer	IA-O	Jeffrey Naum	IA-O
Matthew K. Kruk	IA-O	Bruce H. Prindall	IA-L	Mark S. Tolman	O
Univ. of Maine		John L. Rioux	L	DEP	
Kim Jenkins	O	Sheryl J. Smith	C-L	Carmel A. Rubin	IA-O
Community — Private Sector					
Nancy Desisto*	IA-L	James Fussell*	IA-L	Jack Nicholas*	IA-O
Jane French*	IA-L	Kelly Grenier*	O	Clough Toppa*	CL
Town of Durham, New Hampshire					
David Kurz	O	Michael Lynch	O		
Steve McCusker	O	Todd Selig	O		
* Community CI-P					
IA - Inactive		C - "Champion for Lean" - not facilitating			
L - Lead		CL - Learning Co-Lead		O - Learning Observer	